

20 AUG 1986

MEMORANDUM FOR: [REDACTED]

STAT

Chief, Information and Management Support Staff/OL

FROM: John M. Ray
Director of Logistics

SUBJECT: Action Plan 1986/1988

John M. Ray
1. Attached herewith is the Office of Logistics (OL) Action Plan which we will pursue over the next two years. You will note that it has been approved by the DDA. While I do not anticipate any major changes regarding the priorities outlined in the plan, I am prepared to make adjustments as circumstances dictate.

2. This plan is effective immediately. You should start taking actions now which will permit us to meet the objectives contained in the plan. The plan is not intended to include every OL function, but the overall direction of all of our activities should be in concert with the general philosophy laid out in the attached paper.

3. Given the extensive demands being placed upon us, this is not the time for "business as usual." We need creativity, imagination, and initiative on the part of each senior OL officer in order to meet the challenges confronting us.

4. Please note the emphasis on our people and the initiatives expected in that area. We need to ensure that scrupulous attention is paid to their career development and maximum utilization. Our objective, simply stated, is that OL's career management be the best in the Agency!

5. Although the fall planning conference will focus on this action plan, we cannot wait until that time to begin. Please keep us informed of your progress.

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[REDACTED]
John M. Ray

cc: All OL SIS Officers
C/P&TS/OL
C/SS/OL
AC/PMS/OL
C/B&FB/OL

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29 July 1986

MEMORANDUM FOR: Deputy Director for Administration
Associate Deputy Director for Administration

FROM: John M. Ray
Director of Logistics

SUBJECT: The Director of Logistics' Action Plan--1986/1988

REFERENCE: Memo for DCI/DDCI from DDA, dated 27 June 1986,
Subject: The DA - An Action Agenda

1. As you are aware, the Office of Logistics (OL) has a very structured MBO and planning process. Although these mechanisms are valuable management vehicles, they are inherently flawed by constantly changing priorities and by the glaring absence of our extensive support to the Agency's more sensitive activities. Taking the lead from the DA Action Agenda, as outlined in reference, I think it might be of mutual benefit for me to posture what I believe to be our priorities over the next two years in order to ensure that we are on the same wave length. For the purpose of this paper, I have divided our efforts into the following categories:

Group A - Critical
Group B - Essential
Group C - Important

2. The operational activities included in Group A (frequently involving life and death) are, I believe, in alignment with the Agency's overall priorities--our finest logistics efforts are required for the successful achievement of these objectives, all with the same degree of priority:

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SUBJECT: The Director of Logistics' Action Plan--1986/1988

3. Within Group B are those activities wherein logistical support is essential but the significance of these activities are clearly several degrees less than those within Group A:

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a. 

b. 

c. facility management activities involving the consolidation of Agency holdings by 1989/90 to eight compounds, as outlined in reference;

d. the New Building construction project;

e. the successful execution of the Integrated Logistics Support Plan covering the smooth transition into the Headquarters compound; and,

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4. Group C encompasses objectives that pertain to sustaining and improving essential OL mission capabilities. While these activities are important, they are clearly less significant than those listed above. The objectives are less time critical, and our resources devoted to them can be adjusted with respect to both time and allocations:

a. the implementation of the Coopers and Lybrand Report;

b. the review and revamping of ADP support within OL;

c. CLAS;

d. strengthening relationships with GSA and the Focal Point systems;

e. clarifying FOCI;

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SUBJECT: The Director of Logistics' Action Plan--1986/1988

h. the reduction and/or elimination of nonessential logistics activities;

i. the expansion of P&PD; and,

25X1 j. the pursuit of our "image program," both within and outside OL. [redacted]

25X1 5. It is ironic that a large share of our manpower resources are devoted to the objectives contained in Groups B and C--those areas in which we will take the most "hits" from our customers. While we will obviously attempt to do our best in all of the activities in these two groups, we are prepared to take some "hits" in these areas for the sake of those activities in Group A. [redacted]

25X1 6. Overriding all of the above, is our emphasis on OL employees. In this regard, I intend to continue the fine efforts initiated by my predecessor with respect to personnel management, as orchestrated by the Logistics Career Board and the rotating evaluation/promotion panel system. We will continue with our comprehensive review of all OL training programs to be concluded in the fall of this year. Every effort will be made to pursue our participation in the CT program with both internal and external candidates. We will also enhance the Supply Officer and Contract Officer Internal Training Programs. To the extent feasible, we will cross-train OL personnel so that they are 25X1 skilled in more than one discipline. (The P&PD [redacted] is an example of our efforts in this regard.) We plan more 25X1 cross-training with respect to WG employees [redacted] and FMD. Further, we welcome rotational assignments of OL personnel in other components of the DA and beyond. We intend to sustain our recognition of outstanding employees by initiating awards, QSI's, etc. It is my observation that cohesive personnel management has not been exercised over the procurement work force for a number of years--I intend to reverse this trend over the next 12 months. Finally, I intend to establish a meaningful plan for the career development of OL middle/senior managers of the future, both in terms of training and assignments. I will submit this plan to you in detail for approval by the end of this year.

7. After I obtain your concurrence, I intend to share this plan with OL senior managers. (U)

John M. Ray


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SUBJECT: The Director of Logistics' Action Plan--1986/1988

CONCUR: *


Deputy Director for Administration

8 Aug 1986
Date

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* Thoughtful and I believe on target at this point in time. Good paper !!



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Highlights of
D/L's Action Plan, 86-88

MBOR

FF 458

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Group A - Critical

Group B - Essential (Logs support less significant than in Gp. A).

- (c) Facilities mgmt re consolidation by 89-90 to 8 compounds.
- (d) NHB construction.
- (e) ILSP.

Group C - Important (sustaining/improving essential OL mission capabilities but less time-critical; can adjust resources devoted to them).

- (a) Implementation of Coopers & Lybrand report.
- (b) Review/revamping of ADP support w/in OL.
- (c) CLAS.
- (d) Strengthening relationships w/GSA & focal-point systems.
- (e) Clarifying FOCI.

- (h) Reducing/eliminating nonessential logs activities.
- (i) Expanding P&PD.
- (j) "Image" program (inside & outside OL).

Overall - Emphasis on OL employees: e.g., training review, CT programs, Supply Officer & Contract Officer Intern Programs, cross-training (e.g., P&PD/FMD WG employees), rotational assignments, recognition through awards & QSIs, career development of OL middle/senior managers. Goal: make OL career management best in the Agency.

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Proposed FY-87 objectives

FMD

1. Develop move schedules; discuss/resolve key issue impacting HQ Complex Consolidation (ILSP).
2. Backfill existing HQ Bldg/upgrade utilities. Develop plan/schedule for up to two-thirds rehab of existing HQ Bldg.
3. Implement waste-disposal plan. [REDACTED] STATrt provides options for disposal but indicates that incineration is most effective and economical.
4. Expedite design capability. Create procedures/capabilities for rapid survey/design of space requirements to support the establishment of DO Task Force offices.

7. Implement the M&CB international courier service.
8. Reestablish the North Dock facility at HQ.
9. Upgrade Motor Pool. Install new, larger car-wash capability. Construct new services pit for maintenance on large vehicles. Install holding tank in the MP area to drain buses of effluent.
10. Develop O&M program for OHB. Thoroughly review all previous documentation/procedures/long- and short-range objectives. Ultimate goals: establish a computerized maintenance-management program; develop computer-based, graphically enhanced O&M procedures; monitor selected major utility systems serving HQ Bldg; and conduct a study on Energy Management System for the entire HQ Bldg including Power Plant and New Bldg.
11. Establish program for FMD/Opns oversight of after-hours operations. Identify project officer from Maintenance Br to work 3-11 shift. Establish liaison w/Escort Sec of HQ Security. Establish checklists and reporting format for renovation projects.
12. Develop a more responsive PTI system for HQ and external buildings.

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Proposed FY-87 objectives (cont'd)

13. Develop/implement building standard for overhead lighting and ceiling configuration. Prepare scope of work for A&E. Award contract for A&E design. Develop floor-by-floor plan for establishing database.
14. Establish EDR Co-op Program w/Culinary Institute of America.
15. Develop workable HQ Bldg clean-up program to keep material out of hallways.
16. Design/complete Jogging Tunnel.
17. Provide coffee service for conference rooms in NHB. Identify serving areas and develop procedures to provide efficient service
18. Publish a handbook describing all M&CB services.

PD*

1. Issue an Agency supplement to the FAR. While not specifically mentioned in the D/L's action plan, this objective will help us do our jobs better by having a document which sets forth in a concise and coherent fashion the Agency's basic policies and procedures to be followed in the acquisition process. This initiative was started in FY-1986, but needs to be highlighted as our number one objective for FY-1987 to ensure its completion.
2. Issue a new FOCI policy. This objective was mentioned in the D/L's action plan and should be considered our number 2 objective for FY-1987. The current policy is a bureaucratic fiasco of the first order and cannot be implemented with the resources available to do the job. In fact, it is now consuming far more resources than the threat from FOCI really warrants when compared to a number of other industrial security problems.
3. Implement the Coopers and Lybrand Report. This is a given since final report has now been received.
4. Develop ways to cope with shortage of clerical personnel. This objective should be geared principally to PD/GPB, which has a near-term problem. Alternatives such as planned Saturday work, contracting out, and hardware/software options must be considered.
5. Develop a Procurement This objective would provide opportunities for procurement personnel to experience the overseas work environment while providing much needed support to operational requirements.

Proposed FY-87 objectives (cont'd)

6. Establish a program to enhance competition in contracting. Since enactment of the Competition in Contracting Act, the requirement competition has never been more intense. We need an objective to take steps to improve our record with regard to increasing competition on Agency contracts.

* Re the Group-A (critical) operational activities mentioned in the D/I action plan for 86/88, a memo was distributed on 2 Sep 86 to all PD personnel identifying these activities as requiring special attention during the next several years.

P&PD

- C 1. Conduct baseline survey of printing & photography. Purpose is to (a) determine equipment capacity in terms of present and future requirements and (b) analyze utilization of personnel in terms of production capacity.
- C 2. Conduct survey of major printing/photography equipment (systematic branch-by-branch study or complete division-level study.) Purpose is to stay abreast of technology and meet P&PD needs.
- C 3. Establish P&PD historic data for equipment, supplies, and production. Collect data for future justification and evaluation purposes.
- C 4. Establish Printing & Photography Advisory Group (PPAG). Involves supervisory personnel in decision-making.
- B 5. Provide electronic interfacing for computer graphics. FY-86 MBO
- C 6. Improve P&PD front-office environment. FY-86 MBO.
- A 7. Continue graphic interface for FOC of Digital Prepress System. FY-86 MBO.

RECD

1. Create a [] Project Office. Manage the development of project requirements, w/particular attention to time, staffing, and budgetary realities. RECD proposes to --
 - a. Create and staff 11 positions.
 - b. Select an A&E firm for requirements development.

Proposed FY-87 objectives (cont'd)

- c. Manage the rigid interrelationships of schedule/cost/quality.
- d. Give constant feedback on project status to OL management, effected components, and/or general Agency population.
- e. Obtain the services of private consultants and manage their u

- g. Manage migration from existing to new space, including the us or disposal of the buildings presently occupied.

2.

- 3. Establish standards and procedures to control repairs/alterations external buildings. In the interest of maintaining the existing procedures for controlling FY-87 funds, it is recommended that th moratorium on alterations and other nonessential work requests be continued through FY 87. Vaulting requests for the purpose of convenience is an example of nonessential work and should not be

Proposed FY-87 objectives (cont'd)

considered for short-term occupancy. Standards will be established in keeping with the above and to maintain consistency throughout Agency.

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4. Strengthen our relationship w/GSA. This Agency depends on GSA to acquire properties and meet [] requirements. CIA's relationship with GSA will be strengthened through the recruitment of Real Estate Division (RED/GSA) via the continuation of our relationship with the Chief, RED.

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5. Support decentralized requirements. Review existing engineering support requirements, and determine additional requirements. Know additional requirements are for OC, FBO and the DS&T. Evaluate the scope of these requirements and how best to satisfy them. Include
- []

- Historically RECD has been unable to hire sufficient people to meet vacancies within the present system. Perform study of in-process time of applicants, history of high number of vacancies, number of people in the pipeline, disqualification rate, etc.
- Study RECD vacancies (approx 22), and determine other possible needs. Extraordinary assistance from the DDA in the form of accelerated recruitment will be required to meet RECD's mission.
- Draft memo to DDA to identify vacancies/needs. Include applicant processing statistics and other data to prove that cannot meet our engineering mission under the present processing arrangements.
- Develop a specific strategy to support the requirements of external components, some of which are:

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- []
- Develop a training program for new employees to hasten their knowledge and thereby effectiveness in project management through cross-training and expansion of RECD's training program. This will require additional RECD funding for training.
 - Increase travel/budget to meet increased needs.

Proposed FY-87 objectives (cont'd)

SD

A 1. Improve the exchange of logistics intelligence between Supply
(Essential) and component logs officers.

- ° Increased demands for supply support are reducing excess capability in the supply system and will ultimately affect our ability to react to ad hoc requirements. New program with long lead-time procurement, new facility requirement and heavy workload implications will exacerbate the situation. It is imperative that SD and component logs officers do a better job of anticipating and jointly planning for substantial requirements, capabilities, capacities, and problem areas.
- ° SD plans to improve communications by increased visitation conducting periodic updates to decentralized logs offices and hosting a senior logs-officer conference, and will seek other means to increase the amount and value of logistics intelligence flowing (two-way) between the Div and components. We will also assess and improve SD's functional capability to generate intelligence and support component

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